

ความสัมพันธ์ระหว่างจริยธรรมผู้บริหารกับประสิทธิผลของสถาบัน อุดมศึกษาภาครัฐของไทย ในเขตกรุงเทพมหานครและปริมณฑล

The Relationship Between Executive Ethics and Effectiveness of Thai Public
Higher Education Institutions in Bangkok Metropolis and Vicinity

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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์ 1) เพื่อศึกษาจริยธรรมผู้บริหารสถาบันอุดมศึกษาภาครัฐของไทยในเขตกรุงเทพมหานครและปริมณฑล 2) เพื่อศึกษาประสิทธิผลของสถาบันอุดมศึกษาภาครัฐของไทยในเขตกรุงเทพมหานครและปริมณฑล 3) เพื่อศึกษาความสัมพันธ์ระหว่างจริยธรรมผู้บริหารกับประสิทธิผลของสถาบันอุดมศึกษาภาครัฐของไทยในเขตกรุงเทพมหานครและปริมณฑล และ 4) เพื่อหาสมการพยากรณ์ระหว่างจริยธรรมผู้บริหารกับประสิทธิผลของสถาบันอุดมศึกษาภาครัฐของไทยในเขตกรุงเทพ มหานครและปริมณฑล ผู้วิจัยใช้ระเบียบวิธีวิจัยเชิงปริมาณ ใช้แบบสอบถามเป็นเครื่องมือในการเก็บรวบรวมข้อมูล สถิติที่ใช้ในการวิเคราะห์ข้อมูล ได้แก่ การแจกแจงความถี่ ค่าร้อยละ ค่าเฉลี่ย ค่าเบี่ยงเบนมาตรฐาน การวิเคราะห์สัมประสิทธิ์สหสัมพันธ์ การวิเคราะห์การถดถอยพหุคูณ ผลการวิจัยพบว่า ความคิดเห็นของผู้ตอบแบบสอบถามเกี่ยวกับจริยธรรมผู้บริหารสถาบันอุดมศึกษาภาครัฐของไทยในเขตกรุงเทพมหานครและปริมณฑลในภาพรวมอยู่ในระดับมาก เมื่อพิจารณารายด้านพบว่า อันดับแรกคือ ด้านความมีเหตุผล (X_6) รองลงมาได้แก่ ด้านความรับผิดชอบ (X_5) ด้านความเป็นกัลยาณมิตร (X_2) ด้านความเมตตา กรุณา (X_1) ด้านความซื่อสัตย์ (X_4) ด้านความยุติธรรม (X_3) และด้านความเสียสละ (X_7) ตามลำดับ ความคิดเห็นของผู้ตอบแบบสอบถามเกี่ยวกับประสิทธิผลของสถาบันอุดมศึกษาภาครัฐของไทยในเขตกรุงเทพมหานครและปริมณฑลในภาพรวมอยู่ในระดับปานกลาง เมื่อพิจารณารายด้านพบว่า อันดับแรก คือ ประสิทธิภาพด้านการจัดการเรียนการสอน รองลงมาได้แก่ ประสิทธิภาพด้านการสร้างบัณฑิตที่ดีและเก่ง ประสิทธิภาพด้านวิชาการ และประสิทธิผลด้านการวิจัย ตามลำดับ ผลการทดสอบสมมติฐาน พบว่า ค่าสัมประสิทธิ์สหสัมพันธ์ระหว่างตัวแปรองค์ประกอบของจริยธรรมผู้บริหารกับประสิทธิผลของสถาบัน อุดมศึกษาภาครัฐของไทยมีความสัมพันธ์กันอย่างมีนัยสำคัญทางสถิติที่ระดับ .01 ตัวแปรองค์ประกอบของจริยธรรมผู้บริหาร ได้แก่ ด้านความเป็นกัลยาณมิตร (X_2) ด้านความยุติธรรม (X_3) ด้านความซื่อสัตย์ (X_4) ด้านความรับผิดชอบ (X_5) ด้านความเสียสละ (X_7) ส่งผลต่อประสิทธิผลของสถาบันอุดมศึกษาภาครัฐของไทย เมื่อนำมาสร้างสมการถดถอยเชิงเส้นในรูปแบบการวิเคราะห์ถดถอยแบบพหุคูณวิธี Stepwise สามารถอธิบายความแปรปรวนของประสิทธิผลของสถาบันอุดมศึกษาภาครัฐของไทยได้ประมาณร้อยละ 66.00 ($R^2 = .660$) ค่าสัมประสิทธิ์ขององค์ประกอบของจริยธรรมผู้บริหาร (X) ที่มีผลต่อประสิทธิผลของสถาบันอุดมศึกษาภาครัฐของไทยใน

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เขตกรุงเทพมหานครและปริมณฑล (Y) สามารถนำมาเขียนเป็นสมการพยากรณ์ ดังนี้ $Y = 1.243$ ค่าคงที่ $+ .183$ ด้านความเป็นกัลยาณมิตร $+ .159$ ด้านความซื่อสัตย์ $+ .101$ ด้านความรับผิดชอบ $+ .101$ ด้านความเสียสละ $+ .081$ ด้านความยุติธรรม

คำสำคัญ: ความสัมพันธ์ จริยธรรมผู้บริหาร ประสิทธิภาพของสถาบันอุดมศึกษาภาครัฐ กรุงเทพมหานครและปริมณฑล

Abstract

The purposes of this research were 1) to study the executive ethics of Thai public higher education institutions in Bangkok Metropolis and vicinity, 2) to study the effectiveness of Thai public higher education institutions in Bangkok Metropolis and vicinity, 3) to study the relationship between executive ethics and effectiveness of Thai public higher education institutions in Bangkok Metropolis and vicinity, and 4) to find the prediction equation between executive ethics and effectiveness of Thai public higher education institutions in Bangkok Metropolis and vicinity. The researchers applied quantitative research method in conducting this research by using the questionnaire as a tool for collecting data. The statistics used in this research comprised of Frequency, Percentage, Mean, Standard Deviation, Pearson Correlation, and Multiple Regression Analysis (MRA). The research results showed that the attitudes of respondents about executive ethics of Thai public higher education institutions in Bangkok Metropolis and vicinity, in total, were at high level. In particular, Reasonableness (X_6) had the highest mean value, followed by Responsibility (X_5), Friendliness (X_2), Kindness and Compassion (X_1), Honesty (X_4), Justice (X_3), and Sacrifice (X_7) respectively. The attitudes of respondents about the effectiveness of Thai public higher education institutions in Bangkok Metropolis and vicinity, in total, were at moderate level. In particular, the effectiveness in teaching and learning had the highest mean value, followed by the effectiveness in producing good and talent graduates, the effectiveness in academics, and the effectiveness in research respectively. The results of hypothesis testing showed that the correlation between component variables of executive ethics and effectiveness of Thai public higher education institutions had a relationship with statistical significance at the level of .01. The component variables of executive ethics consisting of Friendliness (X_2), Justice (X_3), Honesty (X_4), Responsibility (X_5), and Sacrifice (X_7) had an effect on effectiveness of Thai public higher education institutions. When creating the Multiple Regression Equation with Stepwise method, it can describe the variance of effectiveness of Thai public higher education institutions at 66.00% ($R^2 = .660$). The correlation of components of executive ethics influencing effectiveness of Thai public higher education institutions in Bangkok Metropolis and vicinity can be written in the form of prediction equation as follows: $Y = 1.243$ Constant $+ .183$ Friendliness $+ .159$ Honesty $+ .101$ Responsibility $+ .101$ Sacrifice $+ .081$ Justice.

Key words: Relationship, Executive Ethics Effectiveness of Thai Public Higher Education Institutions Bangkok Metropolis and Vicinity

Introduction

Ethics is very important basis of prosperity, stability and peace of individuals, society and country. Therefore, people in the society should be initially supported to have ethics in order to be as a core of the development in other aspects, such as economy, education, politics, and administration. A lack of ethics leads to negative effects more than good ones because whoever has knowledge but lacks ethics can cause damage more than a person who does not have knowledge (Nuchnuanrat, 2007). To reach the success in the modern society, the organizational executive needs to apply ethics and morality as the basic requirement. In addition, the executive must make ethics as the organizational culture. For Thai people, most ethics are applied from Buddhism. The leader must have ethics and be a good role model of others in the organization. The organization which the leader focuses on ethics, and encourages skilled people to follow the law, and to have discipline, responsibility, morality and ethics, will achieve the sustainable success in the long term (Songkijisap, 2007).

Education institutions are the organization with the main purpose to manage and develop the education. The person who is responsible for managing the education is the executive of each education institution. Up until now, higher education institutions have been expanded and had diverse types, especially modern higher education institutions which focus on creating quality, efficiency and equality in education opportunity (Nakhon Sawan Rajabhat University, 2005 cited in Seeprasert et al., 2012). The important duty of executive of higher education institutions is to manage the internal matters of the organization, and to create its quality, efficiency and effectiveness (Seeprasert et al., 2012). Subject to Government

Teacher and Education Personnel Act, B.E. 2547 (2004) Section 79, the commander should be a good role model for the subordinates so that they have knowledge, skills, good attitude, morality, ethics and appropriate professional ethics, which can generate efficiency, effectiveness and advance. Therefore, the education management of the executive of higher education institutions must apply both science and art in management (Makmeesap, 2014). The rapid changes in the system of education management of the country as well as changes of state institutions to become autonomous institutions, and the increasing numbers of private higher education institutions, have caused a strong competition among Thai higher education institutions (Markmit, 2007). Education institutions have to be self-dependent, and raise fund by themselves rather than waiting for support from the public sector; they need more income to support the activities which can help create the quality of education management, including good reputation and image of the institutions. The mission of higher education institutions is very important to develop people to be the productive graduates who will be an important power in developing the country; therefore, the executive is essential to set direction, lead, control, and create quality and standard of management with ethics. The ethical and moral conduct of the executive of education institutions are important to the efficiency and effectiveness of the higher education institutions because the good role model of executive can create faith, acceptance, and respect to all people working in those higher education institutions (Chinwanno, 2003).

In this research, the researchers are interested in studying attitudes of instructors and personnel of the university about ethics of the

executive at the level of dean who is the leader in propelling the procedure of ethics in the faculty and has an important role in driving on the mission of university to be successful. The study includes the attitudes of instructors and personnel about effectiveness of Thai higher education institutions to achieve their expected goals, and the relationship between executive ethics and effectiveness of Thai public higher education institutions in Bangkok Metropolis and vicinity.

Research Objectives

1. To study attitudes of respondents about executive ethics of Thai public higher education institutions in Bangkok Metropolis and vicinity.
2. To study attitudes of respondents about effectiveness of Thai public higher education institutions in Bangkok Metropolis and vicinity.
3. To study the relationship between executive ethics and effectiveness of Thai public higher education institutions in Bangkok Metropolis and vicinity.
4. To find the prediction equation between executive ethics and effectiveness of Thai public higher education institutions in Bangkok Metropolis and vicinity.

Literature Review

The researchers studied the relationship between executive ethics and effectiveness of Thai public higher education institutions in Bangkok Metropolis and vicinity by reviewing the concept about executive ethics: Brahmavihara (Four Sublime States of Mind), Kalyanamitra Dhamma (Principles of Being True Friend), Gharavasa-dhamma (Virtues for a Good Household Life), Paññâ Pala (Wisdom-Awareness), and Sangkhahawatthu (Virtues of Social Solidarity); and the concept about

effectiveness of organization; and the concept about the development of Thai higher education, as follows:

Executive ethics means the conduct to create goodness and to refrain from all bad conducts (Khunnakaew, 2007). A good leader or executive must have precepts, meditation and wisdom. A person who has precepts can control his or her behavior, avoid doing bad conduct and do only good things because he or she realizes what is right or wrong, what should do and what should not. A person who has meditation can control his or her mind, avoid bad thought and maintain only good thought. A person who has wisdom can analyze situations and find the best resolutions to each problem. Moreover, they can give useful directions to the others (Teekasap, 2004). The education management following Buddhist principle means the operation of executive in applying Buddhist principle to motivate personnel to express the behavior in the same direction to achieve the expected goal, including persuading the support to encourage the educated personnel to work with willingness and to dedicate themselves to work effectively and efficiently (Phra Mahamongkol Sarin, 2014). Brahmavihara (Four Sublime States of Mind) is a must for every executive, which consists of 1) Meta (Love), 2) Karuna (Compassion), 3) Mudita (Sympathetic Joy), and 4) Upekkha (Equanimity) (Phra Dhammakosajan (Prayoon Dhammajitto), 2006). Kalyanamitra Dhamma (Principles of Being True Friend) is the principle of being true friend with "faith"; faith must be created in order to win the heart of others. There are 4 types of principles for being true friend: 1) willingness, 2) coordination, 3) intention, and 4) open mindedness (Amornwivat, 2004). According to the management following Gharavasa-dhamma (Virtues for a Good Household Life) in Buddhism,

the secular must manage the household smoothly which consists of 4 principles: 1) Sacca: truth and honesty, 2) Dama: taming and training oneself, 3) Khanti: tolerance, forbearance, perseverance, and 4) Caga: liberality, and generosity (Phra Promkuanaporn (P.A. Payutto), 2006). The principles of Paññā Pāla (Wisdom-Awareness) consist of 1) Suttamaya Panya: knowledge from what has been read/heard, 2) Cintamaya Panya: wisdom from your own perceptions, and 3) Bhavanamaya Panya: wisdom obtained from practicing tranquility and insight meditation. Suttamaya Panya makes executive receive new information. Cintamaya Panya leads to good thought and ability to analyze complicated problems, and Bhavanamaya Panya leads to enlightenment, knowing the truth of all things (Phra Medhi Dhammaporn (Prayoon Dhammajitto), 1992). Sangkhawattthu (Virtues of Social Solidarity) is the power of sympathy for the human relationship, which consists of 1) Dana: to give things, kindness, thought, and knowledge, 2) Piyavaca: to share sweet and useful words and encouragement, 3) Atthacariya: to share knowledge, to be helpful to others, and 4) Samanattata: to be consistent and sincere (Katesriping, 2007).

The basic study for assessing the effectiveness of the organization can be divided into 2 main directions: 1) Ultimate Effectiveness Measures, Cameron (1981) divided this measure into 4 important approaches: (1) The Goal Attainment Approach, this approach focuses on reaching the goal and success which is the appropriate measure of effectiveness (Robbins, 1990); (2) The System Resource Approach, Yuchtman and Seashore (1967) had an idea that the organization should be concerned about the ability of obtaining inputs, the transactional process and the outputs; (3) Internal Process Approach, this approach focuses on internal processes and operations of

the organization; and (4) Strategic Constituencies Approach; this approach focuses on the capability to respond to the demand and to satisfy the stakeholders of the organization. 2) Multivariate Effectiveness Measures, this direction has the basis that effectiveness is not the concept emerging from noticing the incident and inducting in the abstract level, but the creation of value (Quinn and Rohrbaugh, 1983). There is no best direction to measure the effectiveness because the concept of effectiveness is subjective issue; it is difficult that everyone has the same opinion and this depends on value and benefit of each person and organization.

Thailand has to encounter changes in order to adapt itself to the world economy. These changes cause an effect on Thai higher education to face problems and obstacles. Office of the Higher Education Commission (2013) presented the concept about the development of higher education institutions in Thailand to be at the same level of other countries, that is to produce quality graduates whose potentiality meets the requirement of the society and organization, who have the capability of critical analysis, creativity, communication and working skills, including responsibility and good physical and mental health. In order to produce desirable graduates, there are the important directions as follows: 1) the higher education must focus on English language and other languages of ASEAN community; 2) the higher education must support ASEAN study; 3) the higher education must produce graduates to have readiness for self-adaptation and self-adjustment, and working skills; 4) the higher education must give an importance on qualifications framework for higher education; 5) the higher education should accelerate the development of knowledge and skills of instructors in both quantitative and

qualitative way; and 6) the higher education must be certified at the international level by creating common standard measure.

Research Scope

This is the survey research. The researchers applied the quantitative research method in this research. The populations in this research are 51,952 instructors and academic support personnel who work in the state universities in Bangkok Metropolis and vicinity, which are Mahidol University, Chulalongkorn University, Thammasat University and Silpakorn University. The researchers used the convenience sampling method in indicating the size of samples by using the table of Taro Yamane (Prutipinyo, 2010) at the discrepancy level of 5%, and obtained 397 samples. The scope of time of this research is 1 year, starting from 1st February 2016 to 31st January 2017.

Research Hypotheses

H₁ The component variables of executive ethics have a relationship with the effectiveness of Thai public higher education institutions.

H₂ The component variables of executive ethics can predict the effectiveness of Thai public higher education institutions.

Research Methodology

The researchers applied quantitative research methods in conducting this research by using questionnaire as the tool for collecting data. The questionnaire is divided into 4 parts: demographic profiles, executive ethics, effectiveness of Thai public higher education institutions, and other suggestions. The questionnaire was designed in the form of Semantic Differential Scale, and the interval scale was divided into 5 scales with interpretation in each scale: 1 = lowest; 2 = low; 3 =

moderate; 4 = high; and 5 = highest.

After the questionnaire has been improved and corrected according to the recommendations of research specialists, it was distributed to try out with 30 samples in order to find the Reliability. The researchers applied the Alpha Coefficient Method of Cronbach, and received the reliability score of .982, which means this questionnaire was reliable and could be used to collect data for this research. The researchers have distributed 397 questionnaires to the targeted samples, and 368 of them returned the questionnaires, which can be calculated as 92.69%. The statistics used in this research comprised of Frequency, Percentage, Mean, Standard Deviation, Pearson Correlation, and Multiple Regression Analysis (MRA).

Research Findings

1. The analysis of the demographic profiles of the respondents

The research results showed that from 368 respondents, 56.20% were female and 43.80% were male. As for age, 39.90% were aged between 30-39 years. As for education, 64.70% graduated the bachelor's degree. As for income, 40.50% earned income of 15,000 – 25,000 Baht per month. As for work experience, 38.30% had 5-10 years of work experience respectively.

2. The analysis of attitudes of respondents about executive ethics

With regard to components of executive ethics in total, the results showed that the respondents had attitudes about executive ethics at high level (\bar{X} = 3.44, S.D. = .602). In particular, Reasonableness (X₆) had the highest mean score (\bar{X} = 3.58, S.D. = .655), followed by Responsibility (X₅) (\bar{X} = 3.57, S.D. = .676), Friendliness (X₂) (\bar{X} = 3.50, S.D. = .642), Kindness and Compassion (X₁) (\bar{X} = 3.46, S.D. = .655), Honesty (X₄) (\bar{X} = 3.38, S.D.

=.808), Justice (X_3) ($\bar{X} = 3.34$, S.D. =.799), and Sacrifice (X_7) ($\bar{X} = 3.30$, S.D. =.647) respectively (see table 1).

Table 1 Mean and Standard Deviation of components of executive ethics in total and in particular

Components of executive ethics	\bar{X}	S.D.	Translation	Ranking
Kindness and Compassion (X_1)	3.46	.655	High	4
Friendliness (X_2)	3.50	.642	High	3
Justice (X_3)	3.34	.799	Moderate	6
Honesty (X_4)	3.38	.808	Moderate	5
Responsibility (X_5)	3.57	.676	High	2
Reasonableness (X_6)	3.58	.655	High	1
Sacrifice (X_7)	3.30	.647	Moderate	7
Total	3.44	.602	High	

3. The analysis of attitudes of respondents about effectiveness of Thai public higher education institutions

With regard to attitudes of respondents about the effectiveness of public higher education institutions of Thailand in total, the respondents had the attitudes at moderate level ($\bar{X} = 3.39$, S.D. =.480). In particular, the effectiveness in teaching

and learning (Y_3) had the highest mean score ($\bar{X} = 3.43$, S.D. =.543), followed by the effectiveness in producing good and talent graduates (Y_4) ($\bar{X} = 3.40$, S.D. =.510), the effectiveness in academics (Y_2) ($\bar{X} = 3.38$, S.D. =.574), and the effectiveness in research (Y_1) ($\bar{X} = 3.34$, S.D. =.562) respectively (see table 2).

Table 2 Mean and Standard Deviation of effectiveness of Thai public higher education institutions in total and in particular

Effectiveness of Thai public higher education institutions	\bar{X}	S.D.	Translation	Ranking
The effectiveness in research(Y_1)	3.34	.562	Moderate	4
The effectiveness in academics(Y_2)	3.38	.574	Moderate	3
The effectiveness in teaching and learning(Y_3)	3.43	.543	High	1
The effectiveness in producing good and talent graduates (Y_4)	3.40	.510	Moderate	2
Total	3.39	.480	Moderate	

4. The analysis of the relationship between executive ethics and effectiveness of Thai public higher education institutions in Bangkok Metropolis and vicinity

The variables of executive ethics consist of Kindness and Compassion (X_1), Friendliness (X_2), Justice (X_3), Honesty (X_4), Responsibility (X_5), Reasonableness (X_6), Sacrifice (X_7), and effectiveness of Thai public higher education institutions (Y).

With regard to the correlation between the variables of executive ethics, the results showed that each variable had the relationship with the statistical significance at the level of .01; the internal correlation of variables of executive ethics was between .605 - .819, which the highest correlation was a relationship between Justice (X_3) and Honesty (X_4).

With regard to the correlation between variables of executive ethics and effectiveness of Thai public higher education institutions, the results showed that they had a relationship with the statistical significance at the level of .01; the correlation was between .629 - .750, which the highest correlation was a relationship between Honesty (X_4) and effectiveness of Thai public higher

education institutions (Y), whereas, the lowest correlation was a relationship between Kindness and Compassion (X_1) and effectiveness of Thai public higher education institutions (Y) (see table 3).

5. The analysis of the prediction equation between executive ethics and effectiveness of Thai public higher education institutions in Bangkok Metropolis and vicinity

With regard to the Multiple Regression Analysis by Stepwise method, the results showed that variables of executive ethics: Friendliness (X_2), Justice (X_3), Honesty (X_4), Responsibility (X_5), and Sacrifice (X_7) had an effect on effectiveness of Thai public higher education institutions with the statistical significance at the level of .01 and .05 ($F = 140.711$ and $p = .000$). When creating the Multiple Regression Equation with Stepwise method, this can describe the variance of effectiveness of Thai public higher education institutions at 66.00% ($R^2 = .660$). The rest 34.00% were the results of other variables which were not considered in this study (see table 4). The components of executive ethics influencing the effectiveness of Thai public higher education institutions in Bangkok Metropolis

Table 3 Correlation between variables of executive ethics and effectiveness of Thai public higher education institutions

Variables	X_1	X_2	X_3	X_4	X_5	X_6	X_7	Y
X_1	1							
X_2	.693**	1						
X_3	.689**	.648**	1					
X_4	.711**	.642**	.819**	1				
X_5	.633**	.611**	.747**	.761**	1			
X_6	.605**	.630**	.744**	.752**	.758**	1		
X_7	.694**	.634**	.771**	.779**	.717**	.705**	1	
Y	.629**	.678**	.725**	.750**	.695**	.688**	.707**	1

** Significant at the level of .01

and vicinity can be presented in the form of prediction equation as follows:

$$Y = 1.243 + .183 X_2 + .159 X_4 + .101 X_5 + .101 X_7 + .081 X_3$$

$$Y = 1.243 \text{ Constant} + .183 \text{ Friendliness} + .159 \text{ Honesty} + .101 \text{ Responsibility} + .101 \text{ Sacrifice} + .081 \text{ Justice}$$

the executive culture to be compatible to the educational revolution; they should prioritize morality, ethics, capability in management, and have knowledge and good understanding about executive direction and education management in order to propel the advancement of education institutions. This is also relevant to the concept of

Table 4 The important weight of the components of executive ethics influencing effectiveness of Thai public higher education institutions by Stepwise method

Variables	Effectiveness of public higher education institutions				P	
	B	SE	β	t		
Constant	1.243	.093		13.355**	.000	
Friendliness (X_2)	.183	.032	.245	5.726**	.000	
Justice (X_3)	.081	.036	.135	2.240*	.026	
Honesty (X_4)	.159	.037	.268	4.353**	.000	
Responsibility (X_5)	.101	.037	.142	2.758**	.006	
Sacrifice (X_7)	.101	.040	.137	2.507*	.013	
	$R^2 =$.660		$F =$	140.711**	
	Adjust $R^2 =$.656	SE =	.281	p =	.000

** Significant at the level of .01

* Significant at the level of .05

Conclusion, Discussion, and Recommendations

The research results showed that the effectiveness of Thai public higher education institutions in Bangkok Metropolis and vicinity depends on the ethics of executive, which is relevant to the concept of Rooncharoen (2003, cited in Seeprasert et al., 2012) that the success in management of education institutions mainly depends on its executive. The education management of the institution can be reflected by the ethical behavior of its executive. Therefore, the executive of education institutions must adapt

Phramaha Supot Sumetho (Phanthong) (2015) which mentioned that the executive can apply Brahmavihara (Four Sublime States of Mind), that is the Buddhist principle for governing and supervising subordinates or personnel to have happiness and courage to work efficiently and effectively for the organization. The variables of executive ethics influencing effectiveness of Thai public higher education institutions in Bangkok Metropolis and vicinity consist of honesty, friendliness, responsibility, sacrifice and justice, which are relevant to the concept of Teekhasap (2004) that the executive means a person who has a capability in many

aspects which beyond the others. Therefore, the executive must be a good person and a good role model of people in the society. In some countries, such as in England, the 7 moral principles consisting of truth, honesty, sense of duty, patience, fair play, consideration for others, and kindness are cultivated among executives in order to create “the reliance on righteousness”. Executives must adhere to these principles to build trust to subordinates. The results of the study are also relevant to the concept of Phra Promkunaporn (P.A. Payutto) (2006) which stated that according to Gharavasa-dhamma (Virtues for a Good Household Life) of Buddhism, the leaders or executives should have honesty to surrounding people, which can create trust to people around them. They are sincere and honest to people, which can encourage them to pay their attention on their work. The friendliness and honesty of executives are important indicators for success and growth of the organization, which are relevant to the concept of Phra Dhamma Pitaka (P.A. Payutto) (1999); Vitoonmetha (2000); Amornwivat (2004) which found that friendliness is the qualification of a person who is ready to help, teach, explain, suggest the correct directions to others. This is also relevant to the concept of Chalakbang (2005); Phra Promkunaporn (P.A. Payutto) (2008) that there are three principles of friendliness: the principle that the executive can apply in daily life to create close relationship and familiarity with others so that others feel that they can rely on that person. It is also the principle for speaker to achieve the goal, to create understanding and to know when or how he/she should or should not talk. This principle can create tolerance to executive, which means the executive is ready to listen to the problem of other people, to make a difficult issue to be easier to understand, and to give useful

recommendations and suggestions to the followers. This is relevant to the concept of Wistawet (2012) who presented the advantages of having Caga: sacrifice, which can create peace and advance to the society without exploitation or competition, and make everyone generous and live together with unity, harmony and happiness. In addition, the justice of executive is relevant to the concept of Phra Dhammakosajan (Prayoon Dhammajitto) (2006); Phra Promkunaporn (as cited in Pringuangkaew, 1999) about the important ethics for executive to create trust to the colleague that is the impartiality. According to this principle, in case of a conflict among colleagues or personnel, the executive should judge uprightly; and in the hard time, the executive should give assistance without any bias in order to maintain the justice. This is relevant to the study of Thitakhom (2013) about an application of four Brahmaviharas (sublime states of mind) in management of educational executives, which found that the four Brahmaviharas (sublime states of mind) in management of educational executives in secondary educational service area office 42, consisting of loving kindness (Meta), compassion (Karuna), sympathetic joy (Mudita), and impartiality (Upekkha) are implemented at high level in every aspect. It is also found that educational executive should support and promote an application of four Brahmaviharas in every secondary school; the executive must have honesty, transparency, and have work planning responsive to new changes, and give fairness to all personnel equally, work with justice without any impartiality, and manage school based on good merit and ethics. This principle will help to improve a good understanding among each colleague, which lead to create love, harmony and unity of people in the organization.

With regard to the honesty, the respondents

have attitudes at the moderate level. However, from the Multiple Regression Analysis, honesty is a component of executive ethics which has the most influence on effectiveness of public higher education institutions in Thailand. Considering the correlation, honesty is an important component of ethics which is important for executive; if the executive lacks of honesty and transparency in management, it can cause severe damage to education institutions. Moreover, a lack of honesty can lead to bribery and corruption in education institutions.

Recommendations for this research

1. The executives of Thai public higher education institutions should adhere to honesty, sincerity, justice, work without selfishness, prioritize the institutions' benefits more than their own, and they should be good role model of followers in the institutions.

2. The executives of Thai public higher education institutions should be friendly, gentle and humble, and give good advice about work to subordinates. They should have responsibility and

perseverance, and dedicate power and intention to work at full capacity with the recognition of the duty and the responsibility to achieve the goals of the education institutions.

3. The executives of Thai public higher education institutions should support subordinates to do more research, and increase a number of publications to benefit education institutions and society at large.

Recommendations for future research

1. There should be a study about components of executive ethics influencing effectiveness of Thai public higher education institutions by using the qualitative research method in order to support the quantitative data.

2. There should be a comparative study about components of executive ethics influencing effectiveness between public and private higher education institutions.

3. There should be a study about the causal relationship between executive ethics influencing effectiveness of Thai public higher education institutions.

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